



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, TF BAYONET
KANDAHAR AIRFIELD, AFGHANISTAN
APO AE 09355



AESE-EO

1 MAY 05

MEMORANDUM FOR Personnel Assigned, Attached, OPCON, TACON to TF Bayonet

SUBJECT: TF Bayonet Policy Memorandum EO-1, Equal Opportunity

1. References:

- a. DOD 1350.2, Department of Defense Military Equal Opportunity (EO) Program, August 1995, Chg 1, 1 May 1997.
- b. AR 600-20, Army Command Policy, 13 May 2002.
- c. AFI 36-2706, Military Equal Opportunity (MEO) Program, 29 July 2004.
- d. Marine Corps Order (MCO) P5354.1D, Marine Corps Equal Opportunity (EO) Manual; MCO 1000.9 (w/Chg 1), Sexual Harassment, 8 June 1998.
- e. SECNAV Instruction 5350.16, Equal Opportunity (EO) with the Department of the Navy, 28 June 1999.
- f. AR 690-12, Equal Employment Opportunity and Affirmative Action, 4 March 1988.

2. This policy applies to all TF Bayonet personnel in the RC South including those units assigned, attached, OPCON, and TACON to the 173d Abn Bde.
3. Our readiness to accomplish our mission is absolutely dependent on the ability of every member of this team, military and civilian, to make the most of their skills as individuals and to maximize their contributions to TF Bayonet's efforts. Any obstacle that limits the opportunity for anyone to produce to his or her maximum potential must be eliminated. The environment here must be one that is positive, supportive, and unencumbered. Our mission and our people demand nothing less.
4. Each member of TF Bayonet, but especially leaders, must make a priority effort to ensure that everyone is treated fairly and with respect. Specifically, leaders will:

AESE-EO

SUBJECT: TF Bayonet Policy Memorandum EO-1, Equal Opportunity

- a. Take immediate and appropriate action to eliminate intolerant, insensitive, and inappropriate behavior.
 - b. Use the full range of corrective tools when dealing with transgression.
 - c. Use the tools and assistance available through various staffs and agencies to assist in implementing programs and assessing unit climate.
 - d. Execute small group, discussion based, interactive equal opportunity training that focuses on education and prevention.
 - e. Set the example at all times.
6. POC is MSG Schneider, TF Bayonet Equal Opportunity Office at DSN 318-841-1253.



KEVIN C. OWENS
COL, IN
Commanding



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, 173D AIRBORNE BRIGADE
KANDAHAR AIRFIELD, AFGHANISTAN
APO AE 09355



AESE-EO

1 MAY 05

MEMORANDUM FOR Personnel Assigned, Attached, OPCON, TACON to TF Bayonet

SUBJECT: TF Bayonet Policy Memorandum EO-2, Prevention of Sexual Harassment (POSH) and Sexual Assault

1. References:

- a. DOD 1350.2, Department of Defense Military Equal Opportunity (EO) Program, August 1995, Chg 1, 1 May 1997.
 - b. AR 600-20, Army Command Policy, 13 May 2002.
 - c. ALARACT 176/2004, Army Sexual Assault Prevention and Response Program, 19 August 2004.
 - d. AFI 36-2706, Military Equal Opportunity (MEO) Program, 29 July 2004.
 - e. Marine Corps Order (MCO) P5354.1D, Marine Corps Equal Opportunity (EO) Manual; MCO 1000.9 (w/Chg 1), Sexual Harassment, 8 June 1998.
 - f. SECNAV Instruction 5350.16, Equal Opportunity (EO) with the Department of the Navy, 28 June 1999.
 - g. AR 690-12, Equal Employment Opportunity and Affirmative Action, 4 March 1988.
2. Sexual harassment constitutes unacceptable conduct and will not be tolerated. Leadership at all levels will create and maintain an environment conducive to maximum productivity and respect for human dignity.
3. Military or civilian personnel who create a hostile environment by subjecting others to offensive, unwanted, and unsolicited comments or behaviors of a sexual nature is engaging in sexual harassment. Examples include sexual remarks, jokes, comments, innuendo, gestures, and physical contact. A leader who attempts to control, influence, or in any way affect the career, promotion, or awards of a Soldier or an employee in exchange for sexual favors is also engaging in sexual harassment. Leaders who condone sexual harassment in the workplace by failing to curb it may also be participating in sexual harassment

AESE-EO

SUBJECT: TF Bayonet Policy Memorandum EO-2, Prevention of Sexual Harassment (POSH) and Sexual Assault

4. Training and awareness programs coupled with appropriate disciplinary measures against offenders and leader accountability are the keys. Leaders are responsible for ensuring that all supervisors and employees are aware of what constitutes sexual harassment and available avenues of redress. All leaders, military personnel, and civilians will attend/conduct semi-annual training in POSH in accordance with this policy letter.
5. I expect each battalion and company level commander to have a formal program to address the issue of sexual harassment and sexual assault. Requirements include:
 - a. Education and training. All personnel must understand the standards for proper behavior. All military personnel, to include leaders, will receive POSH training within the first 90 days for all TF Bayonet personnel in RC South including those units assigned, attached, OPCON, and TACON to the 173d Abn Bde, and semi-annually thereafter. Tailor this training to the target audience. Topics may include but are not limited to the following: behavioral characteristics and other indicators of EO problem areas; appropriate and acceptable behaviors that contribute to unit cohesion and teamwork; preventing, identifying, addressing and eliminating discrimination, sexual harassment and sexual assault; and legal/administrative consequences of participating in acts of unlawful discrimination, sexual harassment, and sexual assault.
 - b. Prevention of sexual harassment will be part of leader orientation/development programs. Unit Equal Opportunity Leaders may assist the commander with this but I expect the chain of command to conduct this training. Informal, small group, discussion-based training between junior enlisted personnel and leadership is a part of this training process.
 - c. Enforce the standards. I expect every leader to be alert for instances of inappropriate behavior that is sexual in nature. Leaders must be prepared to identify and deal with instances of sexual harassment or sexual assault. Commanders will notify me of receipt of all formal complaints of sexual harassment or assault within 72 hours. Additionally, commanders will provide progress reports until the investigation is complete.
6. The spirit and intent of our sexual harassment policy is to foster an environment free from the degrading vestiges of sexual harassment. I am personally committed to the establishment of an environment free of sexual harassment, where all our military and civilian personnel can perform to their full potential. I expect the same commitment from all members of TF Bayonet.
7. POC is MSG Schneider, TF Bayonet Equal Opportunity Office at DSN 318-841-1253.


KEVIN C. OWENS
COL, IN
Commanding



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, 173D AIRBORNE BRIGADE
KANDAHAR AIRFIELD, AFGHANISTAN
APO AE 09355



AESE-EO

1 MAY 05

MEMORANDUM FOR Personnel Assigned, Attached, OPCON, TACON to TF Bayonet

SUBJECT: TF Bayonet Policy Memorandum EO-3, Equal Opportunity Complaint Procedures

1. References:

- a. DOD 1350.2, Department of Defense Military Equal Opportunity (EO) Program, August 1995, Chg 1, 1 May 1997.
- b. AR 600-20, Army Command Policy, 13 May 2002.
- c. AFI 36-2706, Military Equal Opportunity (MEO) Program, 29 July 2004.
- d. Marine Corps Order (MCO) P5354.1D, Marine Corps Equal Opportunity (EO) Manual; MCO 1000.9 (w/Chg 1), Sexual Harassment, 8 June 1998.
- e. SECNAV Instruction 5350.16, Equal Opportunity (EO) with the Department of the Navy, 28 June 1999.
- f. AR 690-12, Equal Employment Opportunity and Affirmative Action, 4 March 1988.

2. Equal Opportunity Complaint Procedures: The victim or anyone with knowledge of alleged discrimination or harassment will report the incident within 60 calendar days from the date it occurred. In summary, there are two types of complaints that can be filed:

- a. Informal: Individuals are not required to submit an informal complaint in writing. The individual, another unit member, or a person in the individual's chain of command may resolve these complaints.
- b. Formal: A complainant files a formal complaint in writing and swears to the accuracy of the information, using DA 7279-R, Equal Opportunity Complaint Form. The commander will report formal complaints in writing to the General Court Martial Authority within 72 hours.
- c. If a complaint is received after 60 calendar days, the commander may, but is not required to, conduct an investigation into the allegations. In deciding whether to conduct an investigation,

AESE-EO

SUBJECT: TF Bayonet Policy Memorandum EO-3, Equal Opportunity Complaint Procedures

the commander will consider, among other factors, the reason for the delay, the availability of witnesses, and whether a full and fair investigation can be conducted.

3. Processing equal opportunity complaints through the chain of command is strongly encouraged; however, it is not the only channel available to TF Bayonet personnel. Should the complainant feel uncomfortable in filing a complaint with his/her chain of command, or should the complaint be against a member of his/her chain of command, a number of alternate agencies exist through which the issues may be identified for resolution. A complaint may be submitted through the next higher chain of command, an Equal Opportunity Advisor, Inspector General, Chaplain, Provost Marshal, Staff Judge Advocate, or Medical Agency. In all instances, the complainant will be protected from acts or threats of reprisal.

4. POC is MSG Schneider, TF Bayonet Equal Opportunity Office at DSN 318-841-1253.

A handwritten signature in black ink, appearing to read 'KEVIN C. OWENS', with a stylized flourish at the end.

KEVIN C. OWENS
COL, IN
Commanding